

**STRATEGIC PLANNING RETREAT
CITY OF WOODSTOCK
JANUARY 29 & 30, 2016**

The City of Woodstock's Mayor, City Council, and senior staff met on January 29th and 30th, 2016 at the Chattahoochee Technical College campus in Woodstock, GA. Carrie Barnes, a Community Development Consultant from Georgia EMC, facilitated the meeting on behalf of Cobb EMC.

PARTICIPANTS

Mayor Donnie Henriques

Council: Warren Johnson, David Potts, Bob Mueller, Tracy Collins, Bud Leonard, Rob Usher

Jeff Moon, City Manager

Rhonda Pezzello, City Clerk

Robert Porche, CFO

Brantley Day, Community Development Director

Brian Stockton, DDA, CVB and Economic Development Director

Pat Flood, Public Works Director

Preston Pooser, Parks and Recreation Director

Dave Soumas, Fire Chief

Cal Moss, Police Chief

Jeff Smith, IT Director

Mindy Nobis, HR Manager

Duane Helton, Building Official

Katie Coulborn, Senior Planner

Friday January 29, 2016

INTRODUCTIONS

Mayor Donnie Henriques welcomed the group and introduced the facilitator. Each participant was asked to introduce themselves by sharing two "fun facts" about themselves. One was true and one was false. The group was then asked to decide which fact was true.

M.I.N.D. Design

The participants were then led in a MIND design exercise, discussing thinking styles and how we work together to solve problems.

REVIEW OF 2015 STRATEGIC PLAN

City Manager Jeff Moon reviewed the 2015 Strategic Plan, identifying the status of each action item.

2015 ACCOMPLISHMENTS

Each city department was asked to review their accomplishments in 2015 to share with the Mayor and City Council. Department reports can be found in the Appendix.

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JOINT MEETING WITH DOWNTOWN DEVELOPMENT AUTHORITY

The Mayor and Council met with the Downtown Development Authority (DDA) for a joint meeting to discuss issues and plans for downtown parking.

Saturday January 30, 2016

GOAL SETTING

Participant were asked to share 4 answers: 1. One thing the City of Woodstock does well; 2. One thing the City could do better; 3. Woodstock's best kept secret; and 4. One "big idea" for the City.

THINGS THE CITY DOES WELL

- Great Staff/Leadership/Customer Service/Teamwork/Responsiveness
- Sense of Community
- Recreation/Entertainment/Trails
- Emergency Management/Safety
- Strategic Planning

THINGS THE CITY COULD DO BETTER

- Centralized Public Information Officer
- Improved Traffic/Parking/Parking Deck/ Trolley
- Internal Communications/File Sharing/Website
- Revitalize Highway 92
- Senior Center/Address Baby Boomer Issues
- Sidewalks/Trails/Connectivity
- Address Gaps in City Limits
- Improved Trash/Debris Management

WOODSTOCK'S BEST KEPT SECRET

- World Class city staff/level of service
- Tourism Potential
- Wonderful and expansive trail system
- Market Street is available for parking
- Culture and Arts program

BIG IDEAS FOR THE CITY

- Senior/Baby Boomer Transportation
- Create an Identity/Branding/ Tagline
- Local TV Station
- Conference/Events/Activity Center or Resort
- New City Hall/City Center
- More Attention to city entrances at I-575 and Highway 92
- More Connectivity (roads, trails, sidewalks, sky bikes)
- Leave a Legacy
- Host Big Concerts at the Amphitheatre
- Flat Iron building at Main Street and Rope Mill

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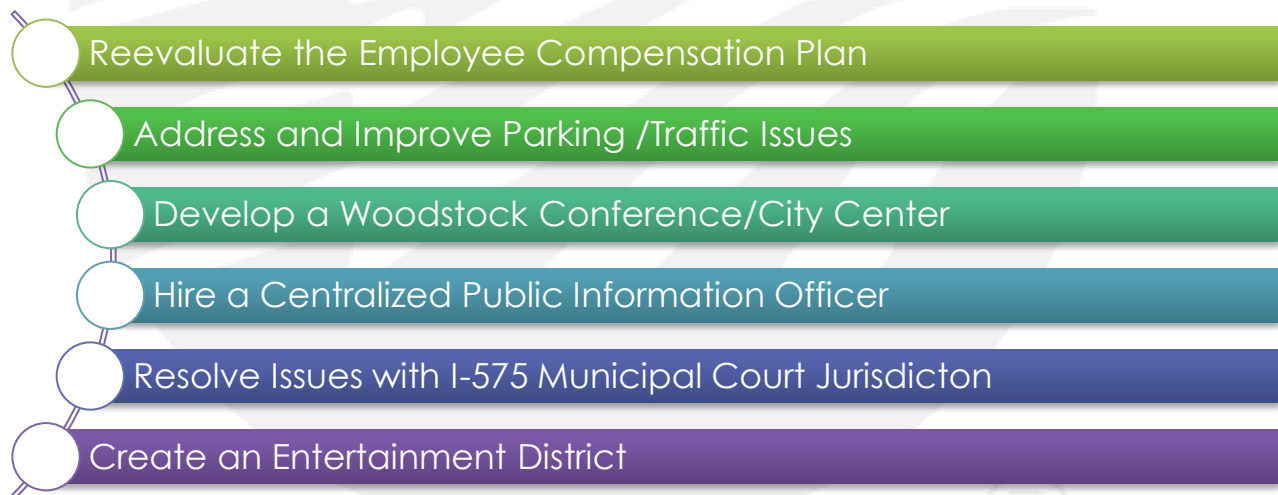
ADDITIONAL GOALS FOR 2016

Participants were then asked to identify any other goals for 2016 that had not yet been discussed.

- Add a 3rd Fire Station and additional equipment for Fire Fighters
- I-575 Municipal Court Jurisdiction
- Reevaluate Employee Compensation Plan
- Concrete Plan on new City Hall and City Center
- Secure Additional Trail Funding
- Hire Additional Staff to Keep Up with Growth
- Additional Infrastructure for IT to Continue Moving Forward
- Comprehensive Plan Update
- Create an Entertainment District
- Develop an Infrastructure Replacement Plan to be more proactive
- Add More Polling Places for Voting Precincts and Coordinate Dates with Cherokee County

PRIORITY GOALS FOR 2016

The participants then voted on which goals should be the highest priority for the City in 2016. Each participant received 3 sticky dots and was instructed to select the three items that would have the greatest impact on the City moving forward. The following are the six priority goals for 2016.



ACTION PLANNING

The participants were then asked to break into 3 groups to focus on action planning for each of the priority goals. Each group identified a Task Master, the partners and resources needed to accomplish the goal and the next steps that will be taken. The Task Master is the person who is responsible for checking in with the group about the progress of the goal.

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PRIORITY GOAL 1: REEVALUATE EMPLOYEE COMPENSATION PLAN

Partners: Department Heads, Outside Consulting Firm

Next Steps:

- First Priority is to evaluate the compensation structure
- Look first at salaries for attracting new employees, then identify how to reward merit and longevity
- Consider what else we can offer to retain unique and highly talented individuals in the public sector
- Complete a Request for Proposals (RFP) for an outside consulting firm to complete a comprehensive employee compensation plan
 - o Complete by March 2016

PRIORITY GOAL 2: ADDRESS AND IMPROVE PARKING/TRAFFIC ISSUES

Partners: Woodstock's Downtown Development Authority (DDA)

Next Steps:

- Create a Multi-Phased Approach
- Begin with a trip to Decatur to investigate how they have been successful with their timed/paid parking system
- Move ahead with previously identified areas for parking
- Continue with plans for short term projects over the next 6 months
 - o Pave the Wheeler Street parking area
 - o Pave parking lot at Hubbard and Arnold
 - o Improve sidewalk at Chambers
 - o Consider paid parking lots
- Long term milestones will focus on communication
 - o Send a letter to business owners to address issues with employee parking/all day parking
 - o Create a communication campaign to educate the public on parking

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PRIORITY GOAL 3: DEVELOP A WOODSTOCK CONFERENCE/CITY CENTER

Partners: A hotel willing to manage/co-locate with a conference center, Public Private Partnership/Morris & Fellows

Resources: City Center Master Plan, 2011 Hotel Study, Updated Hotel Study, Tax Abatements for non-City owned property, Tourism Funding, DDA/CVB bonds and financing options.

If a non-city center location is chosen, consider TLP/Woodstock Parkway and Outlet Mall

Next Steps:

- Center should not compete with the Bluffs and Marietta
- Focus on Small and Medium Businesses (100-200 person capacity for meeting spaces)
- Use City Center parking deck
- If the location is at the City Center:
 - Determine the viability of the project
 - Decide who will pay in the Public Private Partnership
 - Identify hotel operator partners

PRIORITY GOAL 4: HIRE A CENTRALIZED PUBLIC INFORMATION OFFICER

Partners: All Departments & Department Directors, Businesses, DDA/CVB/Main Street, Chamber of Commerce, State and Federal Government, Cherokee County, local media, Outside sources for audio/video

Resources: Website, Social Media, Newsletter, Hootsuite, Cable Channel, YouTube, Internet, Chamber of Commerce, DDA/CVB/Main Street, other cities/entities, Georgia Municipal Association (GMA), local businesses, media, town hall meetings, TV station employees

Next Steps:

- Create a PIO job description/salary (Rhonda and Jeff)
- Vote to create/approve a full time position
- Set goals/objectives for position
- Determine action items/special projects for the next 12 months
- Approve SOP's for all job duties/responsibilities
- Create video/TV station
- Training for employees and offer assistance to other employees